

STATEMENT OF ACTIVITY & CASH FLOWS*

FOR THE FISCAL YEAR ENDED JUNE 30,

Revenues (in millions)	2015	2014	2013
MBA Tuition & Fees	\$ 120	\$ 113	\$ 107
Executive Education Tuition	168	163	146
Publishing	203	194	180
Endowment Distribution	127	123	119
Unrestricted, Current Use Gifts	36	28	22
Restricted, Current Use Gifts	27	37	21
HBX	5	—	—
Housing, Rents, & Other	21	18	16
Interest Income	—	—	1
Total Revenues	\$ 707	\$ 676	\$ 612
Expenses			
Salaries & Benefits	\$ 294	\$ 276	\$ 255
Publishing & Printing	65	66	62
Space & Occupancy	68	66	56
Supplies & Equipment	7	4	5
Professional Services	52	57	40
Fellowships	44	43	40
University Assessments	20	19	18
Debt Service	5	5	6
Depreciation	34	33	28
Other Expenses	71	76	61
Total Expenses	\$ 660	\$ 645	\$ 571
Cash from Operations	\$ 47	\$ 31	\$ 41
Depreciation	34	33	28
Non-Cash Items	—	9	—
Cash Available for Capital Activities	\$ 81	\$ 73	\$ 69
Capital Expenses	\$ (81)	\$ (92)	\$ (80)
Change in Capital Project Pre-Funding	(9)	16	(28)
Use of Gifts for Capital Projects	38	17	11
Net Capital Expenses	\$ (52)	\$ (59)	\$ (97)
New Borrowings	\$ 0	\$ 0	\$ 0
Debt Principal Payments	(7)	(6)	(6)
Capitalization of Endowment Income	(3)	(5)	(3)
Decapitalization of Endowments	5	21	5
Other Non-Reserve Activity	2	(8)	(4)
Changes in Debt & Other	\$ (3)	\$ 2	\$ (8)
Increase (Decrease) in Reserves	\$ 26	\$ 16	\$ (36)
Beginning Reserves Balance	\$ 99	\$ 83	\$ 119
Ending Reserves Balance	\$ 125	\$ 99	\$ 83

CONSOLIDATED BALANCE SHEET

FOR THE FISCAL YEAR ENDED JUNE 30,

Assets (in millions)	2015	2014	2013
Cash	\$ 62	\$ 44	\$ 38
Reserves	125	99	83
Receivables, Loans, & Other Assets	463	475	319
Invested Funds:			
Endowment Investments	3,076	2,970	2,658
Current Fund Investments	93	96	78
Interest in Trusts Held by Others	154	158	144
Facilities, Net	614	567	511
Total Assets	\$ 4,587	\$ 4,409	\$ 3,831
Liabilities			
Deposits, Advances, & Other	\$ 64	\$ 60	\$ 56
Deferred Revenue	110	88	85
Other Debt Owed to University	26	27	23
Building Debt	78	85	91
Total Liabilities	\$ 278	\$ 260	\$ 255
Net Assets			
Reserves	\$ 125	\$ 99	\$ 83
Undistributed Income & Other	13	16	5
Pledge Balances	301	317	179
Student Loan Funds	11	11	9
Investment in Facilities	536	482	420
Endowment & Current Use Funds	3,323	3,224	2,880
Total Net Assets	\$ 4,309	\$ 4,149	\$ 3,576
Total Liabilities + Net Assets	\$ 4,587	\$ 4,409	\$ 3,831

* In pursuit of greater comparability across the Harvard schools, the University has asked all the schools to report their net results in accordance with generally accepted accounting principles (GAAP) in the United States. In addition to results for fiscal 2015, the School's results for fiscal years 2013 and 2014 are presented in accordance with GAAP within the Statement of Activity and Cash Flows on page 8.